

YOUTH SERVICES POLICY

Title: Staff Development and Training Plan Next Annual Review Date: 10/04/2012	Type: A. Administrative Sub Type: 2. Personnel Number: A.2.24
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References: ACA Standards 2-CO-1D-01, 2-CO-1D-02, 2-CO-1D-03, 2-CO-1D-04, 2-CO-1D-05, 2-CO-1D-06, 2-CO-1D-07, 2-CO-1D-08, 2-CO-1D-09, 2-CO-1D-10 (Administration of Correctional Agencies); 4-JCF-6E-01, 4-JCF-6E-02, 4-JCF-6E-03, 4-JCF-6E-04, 4-JCF-6E-05, 4-JCF-6E-06, 4-JCF-6E-07, 4-JCF-6E-08, 4-JCF-6E-09, 4-JCF-6E-10, 4-JCF-6E-11, 4-JCF-6E-12, 4-JCF-6E-13, 4-JCF-6E-14 (Performance-Based Standards for Juvenile Correctional Facilities); 2-7010, 2-7048, 2-7049, 2-7049-1, 2-7050, 2-7051, 2-7052, 2-7053, 2-7054, 2-7055, 2-7056, 2-7057, 2-7058 and 2-7109 (Juvenile Probation and Aftercare Services); CJCA Performance-based Standard SaP12; YS Policy No. A.2.1 "Employee Manual", A.2.2 "Pay Administration and Management", A.3.2 "Travel", and B.8.3 "Volunteer Services Program"; Civil Service Rule 6; U.S. Department of Labor, Fair Labor Standards Act; Office of Risk Management	
STATUS: Approved	
Approved By: Mary L. Livers, Deputy Secretary	Date of Approval: 10/04/2011

I.

AUTHORITY:

Deputy Secretary of Youth Services as contained in La. R.S. 36:405. Deviation from this policy must be approved by the Deputy Secretary.

II. **PURPOSE:**

To establish a plan of training and staff development for all Youth Services employees, contract personnel, volunteers and interns.

III. **APPLICABILITY:**

All Youth Services employees, contract providers, volunteers, and interns. Each unit head shall ensure that a staff development plan and curriculum is developed and implemented in accordance with the requirements outlined in this policy.

IV. **DEFINITIONS:**

In-service Training - An organized, planned, and evaluated training program following the first year of employment, designed to achieve specific learning objectives.

On-The-Job Training - Any training an employee, contract personnel, volunteer, or intern receives while performing the regular or functional duties and tasks of their job.

Orientation Training - Any job specific training received by an employee, contract personnel, volunteer or intern, directly related to job duties, tasks and responsibilities before that employee functionally begins their assigned job position.

Pre-Service Training - Any training conducted as part of the initial training curriculum, which provides an overview of the Agency's vision, mission, goals, policies, procedures and operations, before that employee, contract personnel, volunteer or intern functionally begins the assigned job position.

Special Skills Instructor - A person who has completed a specialized training curriculum and is qualified to instruct special skills training (i.e. firearms, SCM, CPR, PPCT, etc.).

Staff Development Training Specialist- A full time secure care trainer position at the unit level, that has completed a specialized 40-hour training-for-trainers curriculum through the Agency or other qualified source, [i.e., American Correctional Association, National Institute of Corrections, Federal Bureau of Investigation Instructor Development Course (FBI-IDC), etc.], responsible for the development, documentation, and delivery of the Agency's approved training.

Staff Development Director - A Central Office employee charged with overseeing the Agency's Staff Development and Training Program, and who serves as the clearinghouse for training opportunities for agency personnel.

Training Advisory Committee - A committee comprised of the unit's Staff Development Training Specialist/Unit Training Officer, and other representatives as deemed necessary by the Unit Head, who shall meet quarterly, at a minimum, to review progress and resolve issues.

Training Advisory Council - A multi-disciplinary group of employees selected by the YS Staff Development Director, to serve in an oversight capacity regarding staff development and training activities.

Training Records Entry Completed (TREC)- The database used to track training hours of all YS employees.

Unit Head – Deputy Secretary, Assistant Secretary, Undersecretary, Chief of Operations, Deputy Assistant Secretaries, Facility Directors, and Regional Managers.

Unit Training Officer - A regional office employee, at the unit level, who by job description or assignment, oversees the development, documentation and delivery of the Agency's approved training.

V. POLICY:

It is the Deputy Secretary's policy that all Youth Services (YS) employees shall have access to training and development opportunities, as limited by budgetary considerations and the need to maintain safety and security in agency work settings, as well as workplace coverage, in order to accomplish the agency's mission. Training shall focus on safety, security practices and therapeutic programming, with the level and amount based on the employee's job assignment and responsibilities. This also includes, but is not limited to: a pre-service program that adequately prepares new employees for independent functioning; in-service training that allows all employees to gain knowledge and skills necessary to improve job performance and meet the requirements for any licensing or certifications that they must have as a requirement for their job; and other job related or career-enhancing training that may be available both on the job or through benefits programs associated with their employment.

VI. GENERAL PROCEDURES:

- A. Youth Services (YS) staff development program shall be planned, coordinated and implemented by qualified employees and consultants under the general direction and supervision of the YS qualified Staff Development Director. The Unit Staff Development Training Specialist/Unit Training Officer and/or Special Skills Instructor shall develop, coordinate and monitor the site's Annual Training Plan. Training plans shall provide for procedures for the on-going evaluation and review of all Pre-Service, In-Service, and specialized training programs. An annual report shall be prepared and submitted by December 1st of each year to the Unit Head and the YS Staff Development Director, and shall include, at a minimum, the following:
 1. A standardized written report of evaluations to include:
 - course evaluations
 - instructor evaluations
 - program critiques
 - training recommendations/requests/needs
 2. A standardized annual assessment that identifies current job-related training needs, to include assessments from various resources, such as:
 - observations and analysis of job components
 - staff surveys
 - review of operations
 - staff reports
 - staff evaluations

- B. The training program shall provide employees with training needed to address the Office of Juvenile Justice (OJJ) mission, vision and guiding principles, as well as the specific needs of youth and staff. Training plans shall incorporate, but not be limited to, the specific requirements set forth by each unit's applicable accreditation standards, performance-based standards, YS Policy requirements, Contracted Healthcare Provider Policies, the Office of Risk Management (ORM), and any other State Regulations/Guidelines, as well as required job-specific training needs.
- C. Satisfactory completion of all required training shall be made part of an employee's formalized performance expectations, and shall be used as a part of the employee's annual performance planning and review process. Specific training requirements for a job position may be approved/substituted, but must be authorized by the individual's supervisor.
- D. To the extent possible, each Unit shall utilize information and assistance, including a resource library and reference services, to complement the training and staff development program. This includes resources from other public and private agencies for guidance in training development, programming and evaluation.
- E. All YS employees should be encouraged to continue their education through participation in formal educational programs such as professional meetings, YS affiliated workshops, the Juvenile Justice Certificate Program, the Comprehensive Public Employee Training Program (CPTP), seminars, conferences, correspondence courses, and other community and technical college and university courses. Membership in juvenile/criminal justice professional associations should also be encouraged.
- F. Orientation, Pre-Service and/or On-the-Job training shall be provided prior to independently commencing work assignments for all new:
 - part-time,
 - full-time,
 - interim employees, or
 - employees who have been on leave for more than one (1) year and have subsequently returned to employment.

Prior to rendering services to the agency, all temporary agency employees shall participate in a safety and security orientation as well as specific training appropriate to the provided services. Employees who miss any portion of Pre-Service training due to excused absences, shall complete those sessions before the end of their probationary period and prior to independently commencing duty at the unit for which they have been employed.

- G. Transferring employees shall receive credit for applicable prior required training (i.e. CPTP, ORM, etc.).
- H. A minimum of 40 hours of In-Service training shall be provided annually to all YS employees who have regular or daily contact with youth in YS programs.
- I. All YS employees with minimal contact with youth in YS programs shall receive a minimum of 16 hours of training during their first year of employment and each subsequent year thereafter.
- J. Adequate space and equipment shall be provided for training and staff development programs. Designated space should be free from distracting noise, observations from youth (if applicable), and large enough to accommodate 20 - 30 staff, as well as appropriate audio visual equipment. Designated areas shall be utilized for specialized training (i.e., use of interventions/safe crisis management, chemical agents, fire arms, etc.).
- K. The Staff Development Training Specialist/Unit Training Officer shall post announcements for all upcoming training sessions offered through YS. Announcements shall include:
 - course title/topic,
 - dates/times offered,
 - description of the course,
 - length of the course,
 - trainee target group,
 - course location,
 - prerequisite training, and
 - enrollment information.

An electronic posting shall also be entered into the electronic YS Training Calendar at least one (1) week prior to the training event.

- L. Throughout the In-Service training year, the Staff Development Training Specialist/Unit Training Officer shall prepare and submit a monthly report to the Unit Head detailing those staff who have been trained, those who have not attended or those who successfully demonstrated proficiency in any aspect of the In-Service training, as well as information regarding any failures or non-participation. The responsibility for addressing these matters shall rest with the Unit Head.

- M. The YS Staff Development Director and the Staff Development Training Specialist/Unit Training Officer shall ensure that all employee training is entered into the Training Records Entry Completed (TREC) database within three (3) weeks of the training event. TREC records shall include name, identification/personnel number, and status as listed in ISIS and in the YS Phone Book in Lotus Notes. The TREC database shall be utilized for documentation and reports of training activities.
- N. The Unit Human Resource staff is responsible for entering/maintaining staff information in the YS phonebook within two (2) weeks of the personnel action (new hire/position change/separation).
- O. All requests for access and passwords to training data shall be made through the YS Staff Development Director. Additionally, the YS Staff Development Director shall be notified and approve any changes to personnel who have access to the TREC database (i.e. upon termination, transfer or other action).
- P. The YS Staff Development Director and the Staff Development Training Specialist/Unit Training Officer shall document, compile, and maintain reports of all training activities, to include current proficiency lists for special skills areas requiring certification and re-certification. Approved lesson plans for Pre-Service/Orientation and In-Service training shall be maintained on OJJ's SharePoint Portal Page and on file (electronic or hard copy) by the Staff Development Training Specialist/Unit Training Officer.
- Q. The Training Advisory Council, under the direction of the YS Staff Development Director, shall meet annually for the purpose of reviewing and ensuring that the development and implementation of training programs reflect the OJJ mission, vision and guiding principles. This committee shall review and evaluate all Pre-Service and In-Service programs, as well as discuss and make recommendations for revisions in the direction of training for YS. The Training Advisory Council shall be composed of the following representatives or their designee:
 - Staff Development Director,
 - Staff Development Training Specialists,
 - Unit Training Officers,
 - Special Skills Instructors,
 - Information Technology,
 - Chief of Operations,
 - Deputy Assistant Secretary / Facilities,
 - Deputy Assistant Secretary / Community Based Services,
 - Deputy Assistant Secretary / Intergovernmental Relations, Communications, and Training,

- Undersecretary / Management & Finance,
- Human Resources,
- Health Services Administrator,
- Director of Treatment and Rehabilitation,
- Legal Services,
- Safety Program Coordinator,
- Facility Directors,
- Regional Managers,
- PPO/J Supervisors,
- Program Managers, and
- any other content experts as dictated by the YS Staff Development Director.

VII. PROCEDURES FOR CENTRAL OFFICE:

- A. Administrative / managerial staff shall receive 40 hours of orientation training, in addition to a minimum of 40 hours of annual training during their first year of employment for a total of 80 hours, and 40 hours of training each subsequent year thereafter. The type and amount of training shall be based on the employee's need to know and their job assignments and responsibilities relevant to their position. At a minimum, training shall include the following during orientation and/or annual training:
- OJJ Policy and Procedures,
 - organizational structure,
 - Central Office operations,
 - interpersonal relations,
 - communication skills,
 - ORM mandated topics as determined by the designated Safety Program Coordinator, and
 - any other topics added at the discretion of the Deputy Secretary or the YS Staff Development Director.
- B. Clerical support employees who have minimal or no contact with youth shall receive 40 hours of orientation training, in addition to 16 hours of annual training during their first year of employment for a total of 56 hours, and 16 hours of training each subsequent year thereafter. The type and amount of training shall be based on the employee's need to know and their job assignments and responsibilities relevant to their position. (i.e. JETS, Lotus Notes Databases, Microsoft Office, etc.). At a minimum, training shall include the following:
- OJJ Policy and Procedures,
 - organizational structure,

- Central Office operations,
- report writing,
- interpersonal relations,
- communication skills,
- ORM mandated topics as determined by the designated Safety Program Coordinator, and
- any other topics added at the discretion of the Deputy Secretary or the YS Staff Development Director.

C, Part-time employees, volunteers, interns, and contract personnel working less than 35 hours per week shall receive training appropriate to their assignment. Training for volunteers shall be in accordance with YS Policy B.8.3

VIII. PROCEDURES FOR SECURE CARE:

- A. Each unit's staff development and training program shall be developed, coordinated and supervised by the unit Staff Development Training Specialist under the direction of the Facility Director. The program shall address the training needs of administrative/managerial staff, direct care staff, clerical/support staff, part-time, temporary employees, contract personnel, volunteers and interns. The unit Staff Development Training Specialist shall forward the unit's monthly training calendar to the YS Staff Development Director by the last day of the month for the following month. Any revisions made to the current monthly training calendar shall be forwarded to the YS Staff Development Director by the end of that month.
- B. Content expert trainers and special skills instructors shall be approved by the unit Staff Development Training Specialist to deliver YS approved training. A list of content experts and training topics shall be maintained by the unit Staff Development Training Specialist.
- C. The facility's training plan shall be developed by a Training Advisory Committee composed of the unit's Staff Development Training Specialist and other unit representatives. The committee shall meet quarterly, at a minimum, to review progress, resolve issues, and to plan future training events. A written summary of the quarterly meetings shall be submitted to the Facility Director and the YS Staff Development Director within 10 days following the meeting.
- D. The curriculum used for secure care training shall be developed to incorporate the specific hours set forth by applicable secure care ACA Standards and other mandating authorities. Additionally, the training plan shall provide procedures for ongoing evaluations and revisions/updating of all pre-service, in-service and specialized training.

E. All Secure Care staff (Administrative/Managerial/Direct Care/Support staff) shall receive 120 hours of training during their first year of employment, and 40 hours of training each subsequent year thereafter. The type and amount of training shall be based on the employee's need to know and their job assignments and responsibilities. Appropriate certification/license requirements must be maintained. At a minimum, training topics shall include the following:

- OJJ Policy and Procedures,
- organizational structure,
- introduction to the juvenile justice system,
- facility operations,
- security procedures,
- supervision of youth,
- suicide intervention/prevention,
- Use of Interventions/SCM,
- report writing,
- Youth / Staff Code of Conduct,
- key control,
- interpersonal relations,
- communication skills,
- cultural awareness,
- sexual abuse/assault,
- substance abuse,
- code of ethics/professional boundaries,
- rights and responsibilities of youth,
- therapeutic programming,
- mental health,
- search and seizure,
- rules of evidence,
- social/cultural lifestyles of the youth population,
- ORM mandated topics as determined by the designated Safety Program Coordinator, and
- any other topics added at the discretion of the YS Staff Development Director or the Facility Director.

- F. Clerical support employees who have minimal or no contact with youth shall receive 40 hours of orientation training, in addition to 16 hours of annual training during their first year of employment for a total of 56 hours, and 16 hours of training each subsequent year thereafter. The type and amount of training shall be based on the employee's need to know and their job assignments and responsibilities (i.e. JETS, Lotus Notes Databases, Microsoft Office, etc.). At a minimum, training topics shall include the following:
- OJJ Policy and Procedures,
 - organizational structure,
 - facility and operational procedures,
 - code of ethics / professional boundaries,
 - ORM mandated topics as determined by the designated Safety Program Coordinator, and
 - any other topics added at the discretion of the YS Staff Development Director or Facility Director.
- G. Part-time employees, volunteers, interns, and contract personnel shall receive formal orientation training appropriate to their assignments. Training for volunteers shall be in accordance with YS Policy B.8.3.

IX. PROCEDURES FOR NON-SECURE CARE:

- A. Each unit's staff development and training program shall be developed, coordinated and supervised by the Unit Training Officer under the direction of the Regional Manager. The program shall address the training needs of administrative and managerial staff, probation and parole staff, clerical/support staff, part-time/temporary employees, contractors, volunteers and interns.
- B. Content expert trainers and special skills instructors shall be approved by the Unit Training Officer to deliver agency approved training. A list of content experts and training topics shall be maintained by the Unit Training Officer.
- C. The non-secure care training plan shall be developed by a Training Advisory Committee composed of each unit's Training Officer and other unit representatives. The committee shall meet quarterly, at a minimum, to review progress, resolve issues and plan for future training events. A written summary of the quarterly meetings shall be submitted to each Unit Head and the YS Staff Development Director within 10 days following the meeting..

- D. The curriculum used for regional office staff training shall be developed to incorporate the specific hours set forth by applicable ACA Standards for Probation and Aftercare Services, and other mandating authorities, as well as a basic understanding of the juvenile justice system and the role of probation and parole staff in the system.
- E. Full-time Professional Staff (Administrative / PPO/J/Supervisor / PPO/J / Clerical / Support employees) shall receive 40 hours of orientation training, in addition to a minimum of 40 hours of annual training during their first year of employment for a total of 80 hours, and a minimum of 40 hours of training each subsequent year thereafter. The type and amount of training shall be based on the employee's need to know and their job assignments and responsibilities. At a minimum, training topics shall include the following:
- OJJ Policy and Procedures,
 - overview / structure of OJJ,
 - Community Based Services (CBS) Policy and Procedure Manual,
 - introduction to the juvenile justice system,
 - supervision cases,
 - custody cases,
 - officer safety,
 - interstate compact,
 - Juvenile Electronic Tracking System (JETS),
 - field activity,
 - use of equipment,
 - use of chemical weapons/force,
 - officer safety transporting youth,
 - adolescent behavior,
 - substance abuse,
 - PPCT defensive tactic system,
 - firearms,
 - P.O.S.T.,
 - field safety awareness,
 - special agent appointment (if applicable),
 - P.O.S.T. annual recertification (if applicable),
 - ORM mandated topics as determined by the designated Safety Program Coordinator, and
 - any other topics added at the discretion of the YS Staff Development Director or the Unit Head.

- F. Clerical/support employees who have minimal or no contact with youth shall receive 40 hours of orientation training, in addition to 16 hours of annual training during their first year of employment for a total of 56 hours, and 16 hours of training each subsequent year thereafter. The type and amount of training shall be based on the employee's need to know and their job assignments and responsibilities (i.e. JETS, Lotus Notes Databases, Microsoft Office, etc.). At a minimum, training topics shall include the following:
- OJJ Policy and Procedures
 - overview / structure of OJJ,
 - introduction to the juvenile justice system,
 - use of equipment,
 - Juvenile Electronic Tracking System (JETS),
 - Lotus Notes Databases,
 - Microsoft Office,
 - specific job duties,
 - ORM mandated topics as determined by the designated Safety Program Coordinator, and
 - any other topics added at the discretion of the YS Staff Development Director or the Unit Head.
- G. Part-time staff, volunteers, interns, and contract personnel working less than 35 hours per week shall receive training appropriate to their assignment. Training for volunteers shall be in accordance with the YS Policy B.8.3.

Previous Regulation/Policy Number: A.2.24

Previous Effective Date: 05/29/09

Attachments/References: